

# Flight Jacket

Vol. 3, No. 2

Marine Corps Air Station Miramar

Jan. 19, 2001

## Wolfpack returns from 6-month overseas tour

By Cpl. Scott Whittington

CPAO, MCAS Miramar

Dressed in a super-small flight suit and wearing a camouflage hat, Gavin Sichenzia, 4, performed an almost perfect salute as a large commercial airliner made its final turn



Maj. Paul Sichenzia holds his four-year-old son Gavin and reaches for his wife, Catherine, upon returning from Okinawa Tuesday. Photo by Cpl. Scott Whittington

on the flight line here.

His father, Maj. Paul Sichenzia, Marine Heavy Helicopter Squadron 466 newly-appointed executive officer, with the rest of the squadron, returned home Tuesday from a six-month deployment overseas as part of the Unit Deployment Program.

"We brought back some true professionals," said Sgt. Maj. Jeffery Study, Marine Aircraft Group 16 sergeant major. "This is by far the best squadron I ever worked with."

The Wolfpack left July 10 for Okinawa and supported various training exercises during their visit. The main body began the deployment, supporting a ground-air integration training exercise in which more than 300 combat-loaded Marines and 18,000 pounds of cargo were transported in tactical missions.

Although a barrage of seven ty-

phoons struck Okinawa, none of the Wolfpack's aircraft were damaged. Also, high temperatures and humidity plagued some of the Marines. "I'm happy to be back," said Lance Cpl. Joseph Foley, mechanic. "I won't have to change my sweat-soaked shirts at lunch anymore."

In the middle of the summer's heat, the Wolfpack flew in support of Marine Helicopter Squadron 1 for the president of the United States' G-8 Summit visit to Okinawa. During the summit, the squadron flew several key foreign and U.S. dignitaries as well as White House staff journalists.

All the squadron's Marines were cardiovascular pulmonary resuscitation qualified, and all aircraft were updated with the low-altitude warning system. The squadron also successfully performed the first fleet aircrew, dual lift of a High Mobility Multi-Purpose Wheeled Vehicle.

During the entire deployment, HMH-466, and dating back to the squadron's start up Nov. 30, 1984, the "Wolfpack" has maintained a mishap-free record, totaling more than 42,118 hours. Col. J. K. Dodge, HMH-466 commanding officer, nominated his squadron for the Chief of Naval Operations Aviation Safety Award.

But Gavin was just happy to have his daddy back home.

### Delinquent travel cardholders face new penalties

By Cpl. Kristopher Haloj

CPAO, MCAS Miramar

Due to the increasing rate of government travel charge card payment delinquencies the Bank of America, the financial backer for these cards, has opted to exercise its existing contractual right to notify national credit bureaus of those delinquent account holders.

Prior to this decision, cancelled accounts and delinquent account holder's were simply given to a private agency for collection.

According to Marine Administrative Message 009/01, cardholders must understand that if their account is reported as delinquent to the national credit bureaus, it can take years to restore a good-credit standing even after their account has been paid in its entirety.

One major way servicemembers can avoid problems with the government travel card is to use the card for its intended purpose, official business. The card, legally, is to be used strictly for food, shelter and transportation, while on temporary additional duty assignments.

So don't be fooled by believing the card is an interest-free loan for a new pair of sneakers or a charming, little necklace. If a Marine's command doesn't take action eventually the national credit bureaus will.

## Courage praised at Wing colors ceremony

By Cpl. Scott Whittington

CPAO, MCAS Miramar

A virtual gallery of heroes was featured as a part of 3d Marine Aircraft Wing's monthly colors ceremony at their headquarters. Seven honored guests were recognized Jan. 12 for their "courage" which was this month's theme during the ceremony.

When some people picture courage, they see charging down bullets to rescue someone from danger. But one doesn't have to take a bullet to show courage.

"Courage doesn't have to be exclusive to combat," said Maj. Gen. Charles F. Bolden Jr., 3d MAW commanding general, as he was holding an Honor, Courage, and Commitment card. "Courage is doing the right thing in the right way for the right reasons."

Among the courageous, honored guests were a firefighter, three police officers, a civilian and two Marines. One of them, James Pfister Jr., a third-generation San Diego firefighter, with the help of a colleague, entered an apartment that was engulfed in flames and rescued a critically burned woman. Pfister received the Medal for Valor from San Diego Fire and Life Safety Services for his actions.

Fires are not the only enemy in the civilian community. Mark Michel, a detective with the San Diego Police Department, risked his life while tailing and setting up a perimeter with his fellow officers around escaping armed robbers even though the robbers were firing shots from their get-away vehicle. One shot hit the left, front fender of Michel's car. Michel received the Medal for Valor for his actions.

Guns in the wrong hands have proven to

be a danger. Two other police officers had to deal with such hands. Mitchell Vitug, police officer with the SDPD, with fellow officer, Quinton Kawahara, responded to a disturbance call at a hotel. After speaking with the suspect, the uncooperative man drew a 9-mm pistol and began firing. Both officers were struck but still were able to return fire.

The suspect was mortally wounded and Vitug was bleeding profusely. Kawahara obtained towels from hotel staff and immediately applied pressure to the wound. The hospital described Kawahara's immediate first aid to Vitug's actively hemorrhaging wound as lifesaving. Both officers received the Medal for Valor and the Purple Heart. In addition, Kawahara received the Lifesaving Medal for his actions.

Heroism is not exclusive to emergency response agencies. Some heroes are just in the right place, at the right time. Debra Lynn Priddy was fishing when a man fell into the water. Concerned he may drown, Priddy jumped from a 40-foot-tall pier. Using a thin rope that was thrown to her, Priddy tied the line around her

waist and to the fallen man. Minutes later they were picked up in a rescue boat and transported to lifeguard headquarters. For her actions, the San Diego Fire and Life Safety Services presented her a Certificate of Valor.

See **Colors**, page 5



Cpls. Jerry Nelson, Shamika L. Gillet and Sgt. Norman D. Young hoist the National Ensign during a colors ceremony at 3d MAW Headquarters Jan. 12. Photo by Cpl. Scott Whittington



## Local Marines celebrate MLK Day



**Maj. Gen. Charles F. Bolden, Jr., 3d MAW commanding general, speaks to Marines at Camp Pendleton during a celebration in honor of King Jan. 11. Photo by Cpl. Mike Camacho**

## Wing CG lauds King, Marines

By Cpl. Mike Camacho

CPAO, MCAS Miramar

MARINE CORPS BASE CAMP PENDLETON— Maj. Gen. Charles F. Bolden Jr., 3d Marine Aircraft Wing commanding general, was the guest speaker for Camp Pendleton's Dr. Martin Luther King Jr. Celebration, Jan. 11, at Camp Pendleton's base theater.

Maj. Gen. Edward Hanlon Jr., Marine Corps Base Camp Pendleton commanding general, introduced Maj. Gen. Bolden as, "My good friend, Charlie," who flew space shuttle missions as a NASA astronaut and served in combat in Vietnam. Maj. Gen. Hanlon said he was honored to have Maj. Gen. Bolden as the guest speaker for such an inspirational celebration.

Maj. Gen. Bolden read excerpts from the book, "Wisdom of the Word: Faith," which he received from his daughter as a gift. He explained how this beautiful keepsake is a rare trea-

sury of moving and heartfelt sermons on faith. He said it contained quotes from leading black ministers from various denominations. Some are decades old, others are from current spiritual leaders — all speak eloquently about the importance of faith regarding both personal and social issues.

Faith played a large part in the general's message. Maj. Gen. Bolden said one of the things Marines forget from basic training is one of the most valuable lessons it teaches. Maj. Gen. Bolden went on to explain how basic training teaches Marines what faith really is. When drill instructors break down recruits to nothing, the recruits find faith. From faith the recruits are built back up.

"Dr. King tried to teach us faith; not a faith in a God, but a faith in each other," said Maj. Gen. Bolden.

Also a topic in Maj. Gen.

See **MLK**, page 11

## King remembered at brig

By Cpl. W. A. Napper, Jr.

CPAO, MCAS Miramar

The basketball courts of the Naval Consolidated Brig here were transformed into a place of merriment and remembrance Jan. 11, for the 3rd annual Dr. Martin Luther King Jr., celebration.

The Multi-Culture Awareness committee presented the luncheon for the brig's staff and their family members (No prisoners were involved).

Painted on one wall was a simple, yet powerful sentence: "A day when nothing new is learned is a wasted day." Combined with a large, painted banner of King, the scene seemed to emphasize the point of the event.

"Most people do one of two things during this holiday," said Dr. Colmar DeVon Figueroa-Mosley, University of California at San Diego psychologist, and the ceremony's guest speaker. "They either rest or reflect."

He asked the audience to reflect on the holiday and ask themselves what the day means to them. Is it simply another day to not have to go to work? He reminded them that King lifted the spirits of the oppressed to heights which had only been imagined. Today, he said, it is more of a reality, extended to any underprivileged person regardless of race, religion or creed.

"Dr. Martin Luther King's basic message was one of freedom," said Figueroa-Mosley.

"It's helping someone in need without pretenses."

"Someone must have the sense enough and the morality enough to break the chains of hate," he added.

Following Figueroa-Mosley's words and the retiring of the colors, a chocolate ceremonial cake was cut with the oldest and youngest persons in attendance: 70-year-old Jess Holloway, NavConBrig counselor; and 21-year-old Lance Cpl. Amy Havercamp, NavConBrig locksmith.

After the ceremony the audience feasted on barbecued chicken, corn bread, black-eyed peas, sweet potatoes, macaroni and cheese, potato salad and the chocolate celebration cake.

Chief Deveraux S. Jackson, NavConBrig program developer and orientation coordinator, said since he became the MCA chairman in November 1998, the committee has received no extra support from other organizations aboard the air station.

"We do (the celebration) because it comes natural and it comes from the heart," he said. "It feels good and people come to listen to good words."

Jackson said the MCA provides nearly a half-dozen different ethnic holiday celebrations throughout the year for the staff members of the brig. Other celebrations include black history month, women's history month, Hispanic heritage and Pacific islander month.



**Cmdr. L. F. Turley, NavConBrig commanding officer, speaks during a Dr. Martin Luther King, Jr. ceremony at the brig. Photo by Cpl. W. A. Napper, Jr.**

## Semper Fit holds suicide prevention brief

By Cpl. Mike Camacho

CPAO, MCAS Miramar

Do you know what to do if someone hints at suicide? To answer that question, Semper Fit Health Promotion held a suicide awareness and prevention brief Jan. 10, at the station theater.

An 18-year study of suicides in the Marine Corps shows January as the month with the highest number of suicides.

For positive action and reaction, Semper

Fit covered risk factors, warning signs and ways to handle a potential suicide situation.

Cards were also distributed to Marines and Sailors as they entered the theater. The cards contain the acronym AID LIFE on the front and several phone numbers on the back for someone to call in a possible suicide situation, including the chaplain's, counseling services', branch medical clinic's, and health promotion's numbers.

The AID LIFE acronym is an easy way to remember several steps when involved in

a possible suicide situation.

- A – Ask if the person is thinking of suicide.
- I – Intervene immediately.
- D – Don't keep it a secret.
- L – Locate help.
- I – Inform the chain of command.
- F – Find someone to stay with the Marine or Sailor.
- E – Expedite, get help immediately.

See **Suicide**, page 5

## Flight Jacket



**Maj. Gen. Charles F. Bolden Jr.**  
Commanding General  
3d Marine Aircraft Wing

**Maj. Gen. William G. Bowdon,**  
Commander,  
Marine Corps Air Bases  
Western Area

**Maj. T. V. Johnson**  
Director, Public Affairs Office

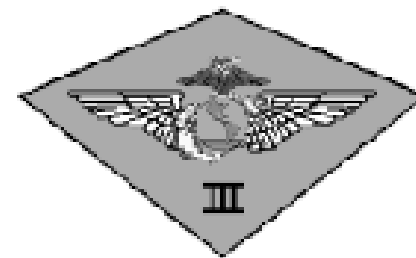
**Capt. Rebecca Goodrich-Hinton**  
Deputy Director, Public Affairs Office

**2nd Lt. Joshua G. Rushing**  
Managing Editor

**Staff Sgt. Micheal Mink**  
Press Chief

**Cpl. Micheal O. Foley**  
Editor

**Cpl. W. A. Napper, Jr.**  
**Cpl. Kristopher Haloj**  
**Cpl. Mike Camacho**  
**Cpl. Scott Whittington**  
Combat Correspondents



The *Flight Jacket* is published every Friday at no cost to the government by Military Guides, a private firm in no way connected with the Department of the Navy or the U.S. Marine Corps under an exclusively written contract with the U.S. Marine Corps.

This civilian enterprise newspaper is an authorized publication for the military services, contents of the *Flight Jacket* are not necessarily the official views of, or endorsed by the U.S. Government, the Department of Defense, the Department of the Navy, or the U.S. Marine Corps. It is for informational purposes only and in no way should be considered directive in nature. The editorial content is edited, prepared and provided by the Public Affairs Office.

The appearance of advertising in this publication, including inserts or supplements, does not constitute endorsement by the Department of Defense, or the Military Guides, of the products or service advertised.

Everything advertised in this publication must be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other nonmerit factor of the purchaser, user or patron.

**All queries concerning news and editorial content should be directed to the Flight Jacket, Public Affairs Office, MCAS Miramar, (858) 577-4335. All queries concerning business matters, display ads, or paid classified ads should be directed to Military Guides, 9580 Black Mountain Road Suite C, San Diego, California 92126, or (858) 547-7343.**



**Mir** *Remarks*

**What would you do if someone told you they were thinking of killing themselves?**



Photo by Cpl. Mike Camacho

**"First of all, I would ensure I didn't let the person out of my sight. Also, I would notify their staff non-commissioned officer or officer about it. I would tell him it's not the correct route to take and make sure action is taken to stop him."**

Sgt. David M. Bradley

H&HS

pistol range ammunition technician



Photo by Cpl. Mike Camacho

**"I would inform my noncommissioned officer in charge. Then I would offer help and see why they were thinking this. Also, see if I can do something for that person and notify someone who can help and make sure somebody keeps an eye on the Marine."**

Cpl. Crystal Hannon

H&HS

armorer



Photo by Cpl. Mike Camacho

**"It all depends on the person. One of the most important things is education. Let them know what's available to help them."**

1st Lt. Tegan K. Owen

MALS-11

aviation life-support system OIC

**See related story on Page 2 to find out what you should do.**

**Sergeant Major's Column**

Sgt. Maj. Ira J. Lott

COMCABWEST

*The following article was written by Cpl. Zachary Martin, a reconnaissance Marine recently selected for the Enlisted Commissioning Program. It ran in the January 2001 issue of the Marine Corps Gazette and was his 1999 Chase Prize Essay Contest entry. It is reprinted by permission from the Marine Corps Gazette.*

Much has been said and written in the past few years about empowering the non-commissioned officer ranks. An entire issue of the *Gazette* focused on the subject in March 1998, and then-Commandant Gen. Charles C. Krulak wrote extensively about "The Strategic Corporal" in May 1999. Yet little has changed about the way NCOs are thought about and employed. Alternative views have been widely disseminated and widely dismissed. Failure to implement broad changes in the nature of the NCO ranks will leave the Marine Corps unable to function effectively in the environment of the three block war, and unable to prepare effectively between conflicts. The ability to adapt and evolve has always been one of the Marine Corps' greatest strengths; serious changes are necessary if we are to continue this evolution.

To begin with we must revamp the process through which NCOs are promoted. The transition to NCO is perhaps the largest step in a Marine's career, the step from follower to leader. And yet, for most Marines, the rank of corporal is a nearly inevitable "gimme" based on a narrow range of pro-con marks and other factors such as time-in-grade and time-in-service. Of course, motivated lance corporals may improve their chances by working on their physical fitness tests or completing Marine Corps Institute courses, but how much do these things indicate about a Marine's ability to lead? Certainly, only Marines with problems are likely to be "nonrec'd" (nonrecommended) for promotion to corporal.

There must be more to the process than number crunching. A Marine's superiors must actively screen for leadership qualities. They must be willing to "nonrec" a Marine who is not ready for the challenge—such actions should be considered nonprejudicial—and they must develop in such Marines the qualities that are needed for promotion in the future. More radical approaches, such as a voluntary leadership track for motivated lance corporals or successful completion of a leadership course before promotion, must be seriously entertained.

Likewise, promotion from corporal to sergeant cannot be governed by a normal cutting score. As NCOs, corporals are expected to display capabilities beyond simple proficiency and conduct. A corporal may display excellent technical knowledge but be lacking leadership skills. A proficiency grade that aggregates these qualities will not convey this distinction. Corporals must be evaluated as leaders; they should receive fitness reports just as sergeants do. While it is probably not feasible to select Marines for sergeant by board, it is certainly possible to combine the various components of a fitness report into a type of cutting score. This would not only allow for a more realistic evaluation of a corporal's abilities, but would give both the Marine and his superior a better fo-

cus on specific strengths to foster and weaknesses to rectify.

Finally, the Marine Corps, more rightly than any other service, insists that every Marine of given rank, no matter what specialty, must master certain fundamental knowledge. Yet we have no clear means of measuring this mastery.

It is time for the Marine Corps to implement comprehensive exams for promotion, as other services have done. This will assure that a Marine at least possesses the basic knowledge required to act in his new capacity. In fact, such exams would free superiors to concentrate on the more elusive and more important aspects of fitness for promotion, i.e. leadership qualities. While such a testing scheme might be open to some abuses, it would certainly be more secure than the current system of battle skills training and MCI tests, which are often not taken seriously and frequently involve outright cheating. Electronic testing, such as that being explored at MCI Learning Resource Centers, would eliminate many of these concerns.

Professional military education for NCOs must also be reconsidered. The curriculum as presently offered by corporal courses throughout the Marine Corps, with its emphasis on close order drill, sword manual, locker inspections, and so on, does little to develop junior NCOs as leaders. Leadership and warfighting aspects of the course are greatly underemphasized. It is unlikely that any Marine reaches the rank of

corporal without knowing how a locker inspection is conducted, unless of course his unit does not conduct such inspections, in which case this knowledge is of little value. The same is true with drill, et cetera. This sort of military procedure is more appropriately learned within a Marine's unit. What a corporal course should do is develop the warrior and the leader of warriors. It should consist almost entirely of tactical decision games and sand table exercises, ethical decision problems, guided discussions on leadership, and the like. Some form of combat decision making training would be an invaluable asset.

Nonresident PME for NCOs also needs an overhaul, although subjects such as uniform regulations or military justice are definitely more suited to individual study than to a resident course. The MCI 8000 series, the Sergeants Nonresident Program, has a lot of valuable knowledge to teach, the leadership course is particularly good. There is still a lack of emphasis on decision making in the course. NCOs would probably be better served by the war-fighting series offered to junior officers. A revamped NCO nonresident program would offer squad-level TDGs, EDPs, and guidance on mandatory reading assignments. Von Schell's "Battle Leadership" is a good choice, although this is required reading for the current leadership course, there is no additional discussion of the book, and it is not a part of the final test.

See **Leadership**, page 11

**Ad Space**



## Non-Judicial Punishment

A lance corporal from H&HS was in violation of UCMJ Article 86, absent without leave. The Marine was sentenced to 45 days of restriction and extra duties, awarded a reduction to E-2 and forfeited \$200 pay per month for two months.

A sergeant from H&HS was in violation of UCMJ Article 92, failure to obey a regulation. The Marine was awarded a reduction to E-3.

A lance corporal from H&HS was in violation of UCMJ Article 111, drunken or reckless operation of a vehicle, aircraft or vessel. The Marine was sentenced to 30 days of restriction and extra duties, awarded a reduction to E-2 and forfeited \$200 pay per month for two months.

A private first class from H&HS was in violation of UCMJ Article 92, failure to obey a lawful order. The Marine was sentenced to 30 days of restriction and extra duties, awarded a reduction to E-1 and forfeited \$150 pay per month for two months.

A corporal from H&HS was in violation of UCMJ Article 93, cruelty and maltreatment. The Marine was sentenced to 45 days

of restriction and extra duties, awarded a reduction to E-3 and forfeited \$300 pay per month for two months.

A lance corporal from H&HS was in violation of UCMJ Article 90, assaulting or willfully disobeying a superior commissioned officer and Article 134, disorderly conduct. The Marine was sentenced to restriction and extra duties for 45 days, awarded a reduction to E-2 and forfeited \$250 pay per month for two months.

A lance corporal from H&HS was in violation of UCMJ Article 111, drunken or reckless operation of a vehicle, aircraft or vessel. The Marine was sentenced to 30 days of restriction and extra duties, awarded a reduction to E-2 and forfeited \$200 pay per month for two months.

A lance corporal from H&HS was in violation of UCMJ Article 90, assaulting or willfully disobeying a superior commissioned officer and UCMJ Article 92, failure to obey an order or regulation. The Marine was sentenced to 45 days restriction and extra duties, awarded a reduction to E-2 and forfeited \$250 pay per month for two months.



### Staying Marine

**Gen. Michael J. Williams, Assistant Commandant of the Marine Corps, reenlists Sgt. Maj. Melvin Shepard, HMH-465 sergeant major, Tuesday. Shepard, who has been in the Marine Corps for 23 years, reenlisted for three more years of service. Shepard's wife, Gail, and daughter, Jessica, joined**

**them for the ceremony. Gen. Williams was aboard the air station as part of a tour of military installations on the West Coast. He visited the air tower, Crash, Fire and Rescue, and VMFA-323. He also had lunch with several wing and air station officers.**

*Photo by Cpl. W. A. Napper, Jr.*

## Former SEAL, now TV star 'survives' trips to commissary

By Bonnie Powell

*Defense Commissary Agency*

FT. LEE, Va. — Rudy Boesch. He's probably the most famous military figure in America at the moment. He's the guy who won the hearts of millions during the TV smash hit "Survivor." He's the guy right next to Brad Pitt in People Magazine as one of the "sexiest men of the year." He's the guy Rosie O'Donnell gave a car to — just because she liked him. And this is the guy who shops at the commissary every day?

"I've been a devoted commissary shopper as long as I can remember," says "Survivor" star Rudy Boesch, a commissary shopper since 1955. "When I'm here, I'm usually in the commissary almost every day. I don't even need a refrigerator at home I shop so much."

"It's not the beginning of a new career, but my life changed," Rudy says of his recent TV stardom. "It sure changed my shopping experience — mainly because I'm not here that much now. I come home for a couple of days, then I go again."

But that's not the only challenge faced by the 72-year-old Virginia Beach, Va., resident. "When I come to the commissary now I'm bothered in every aisle — someone wants an autograph. I can pay for my groceries and I'll be standing with a bag full of ice cream and it will actually melt before I get out the door!"

"He stirs up a lot of excitement," says Little Creek Store Director Ron Early. Boesch mainly shops at the Little Creek and Oceana commissaries. "Everybody wants to shake his hand and of course the kids are in awe of him because they see him on TV and think of him as a big hero. He'll clog up the aisles with people wanting to talk to him. It creates a lot of excitement in the store though and the customers really appreciate being able to see him."

Rudy doesn't really mind. He knows how fleeting fame can be.

One of the original Navy SEALs (he starred in a History Channel documentary about the SEALs even before he became a "Survivor") and a Bronze Star recipient with 45 years distinguished service in the Navy; Master Chief Boesch needed something to keep things lively when he retired back in 1990. After all, you can only spend just so much time skydiving, or shopping at the commissary. When the opportunity came along to appear on a brand-new TV show that involved the very same activities he'd spent his career doing — he took it. The chance to win \$1 million didn't hurt.

"I'd seen an article in the paper," said Rudy. "It said if you want an application to send in for it. So I did." The application was eight pages long, and a three-minute tape was also required. "It's hard to talk for three minutes on a

tape," says Rudy with a wry grin. "For me anyway." The down-to-earth retiree is famous for his short, "to the point" observations.

"Once I put the application in, I just kept going. I had to go to Baltimore for an interview and I think they cut it down to 60 people out of 6,000. Then I had to go to California where we got physicals. Then they cut it down to 22 people and they said 'OK now go on home and we'll call you if you're picked.' So about three days later I got a phone call and they said, 'you're one of the victims.' I think they wanted someone to represent senior citizens, so they picked me!"

At first Boesch looked as though he might get voted off the show early, but he rapidly gained public and "Survivor" cast support. The end result is history now, but Boesch nearly made it to the end. He was the 14th of 16 castaways to be voted off the South China Sea Island.

The game was really over when Rudy lost what should have been a free ride to the two top spots: He dozed off in the final immunity challenge and the nap cost him big time. Instead of bringing home a million, he earned \$85,000 and an adoring public. Over 51 million people in 29 million homes saw the finale. No summer series has ever had higher ratings, surpassing everything last year but the Super Bowl. In the end, it was Rudy who garnered nearly 50 percent of the audience support in viewer polls.

Now he makes guest appearances on David Letterman, "Jag," "The Today Show" and the Emmy Awards. His face is plastered in magazines, and he'll host the History Channel's "Modern Marvels: Survival Guide Week" Jan. 29 to Feb. 1. It premieres a day after the all-new "Survivor" TV adventure is scheduled to debut.

Rudy Boesch will always have the honor of being one of the original "Survivors." He knows it won't last forever but he's enjoying it for the moment, and the memories will remain. His family is getting a kick out of it too. His wife of over 45 years, Marge, goes along on many of his appearances. Problem is, she's stuck with the shopping when Rudy is out of town.

The Boesch's have three daughters: Ellen, Patricia and Barbara; and one granddaughter, Kelsey. Coincidentally, Barbara Boesch worked for the Defense Commissary Agency (DeCA) in the early 90s, and still works for the Depart-

ment of Defense.

The whole "Survivor thing has been amazing to us," she says. "It's definitely changed our lives. He (Rudy) can't go any place without someone recognizing him. But he still shops at the commissary every day!"

The commissary is one thing Rudy missed while he was "marooned" on the island. Stingray and rat were among the not-so-delectable items mentioned as food the "Survivors" tried to eat.

Rudy's favorite foods are posted on web sites devoted to the "Survivor" series and they're a part of his regular commissary shopping list. "Tenderloin steak, milk, cereal, a lot of fruit, and vegetables," he says. "I eat a lot of bananas — about four a day — and apples, oranges, and mangos. You name it, I like it." Peanuts are his favorite snack food.

Despite winning \$85,000 and netting a few dollars from other TV appearances, Boesch still watches his grocery money. "After I shopped in the commissary for a while, and then I went to a regular grocery store, I noticed how high the prices were out there and I came right back. I buy as little as possible in a regular store because it's so expensive compared to the commissary." He says. "I don't know why anybody would shop anywhere else. The prices are right and they're so convenient now."

No matter what happens once the original "Survivors" are long forgotten, two things will remain: Rudy Boesch is a great advocate of the military and he's one of the "coolest" customers in the commissary.



**"Survivor" star and retired Navy SEAL Rudy Boesch stops to greet a fan while shopping at the Little Creek Commissary in Virginia. Photo by Bonnie Powell**

## Colors, continued from page 1

Another guest who was in the right place was Staff Sgt. Jason Van Every, flight engineer, Marine Aerial Refueler Transport Squadron 352. Van Every attended to a car-crash victim before emergency services arrived. The victim had serious head and neck injuries. He helped to maintain the victim's airway. For his actions, the chief of police in San Jacinto wrote a letter of appreciation.

"I wasn't helping at the crash site for recognition," said Van Every. "I had an opportunity to help somebody and as a Marine and a person I had to do something."

Not all acts of courage involve immediate danger. Cpl. Domenic L. Massari with Medium Marine Helicopter Squadron 364 was manning a .50-caliber machine gun aboard an aircraft during a live-fire exercise. The pilot gave the all clear to fire. Massari noticed that something was not right with one of the targets and refused to fire. Again the order was given. Massari restated his concern. Upon a closer look by the aircrew, the "target" in question had three Marines in the area.

"If Marines would have the courage to step up to each other when they see something wrong, there would be less Marines getting in trouble," concluded Maj. Gen. Bolden.

Third MAW's next monthly colors ceremony is scheduled for Feb. 9 at its headquarters and will highlight Multi-Cultural Month recognizing ethnic heroes.

## Suicide, continued from page 2

The focus was to educate attendees on how a Marine or Sailor should handle this very serious situation.

"All Marines need to know this information," said Sgt. David M. Bradley, pistol range ammo technician. "We're trained on how to save an injured Marine's life, and we have to look at suicide the same way."

Cmdr. Thomas E. Thies, 3d Marine Aircraft Wing assistant chaplain, said, "Don't say 'We take care of each other,' because it's something that's nice to say, do it!"



## Recognizing the best

Cpl. Jereme D. Baker and Lance Cpl. Albert C. Valenzuela, are recognized as Miramar's Noncommissioned Officer and Marine of the Quarter Jan. 11 at COMCABWEST Headquarters. Maj. Gen. William G. Bowdon, commander, Marine Corps Air Bases Western Area presents the recognition. Baker, an Ontario, Ore., native is a rescuer with Aircraft Rescue and Fire Fighting. Valenzuela, from Chandler, Ariz., is a military police officer with the Provost

Marshal's Office. Both Marines received gifts from various organizations such as money, gold watches, plaques and a two-night stay at a resort in Arizona. "These Marines represent the finest we have," said Maj. Gen. Bowdon. "It takes exceptional individuals to win this." One of those exceptional Marines feels strongly about the value of effort. "I believe this recognition will show other Marines what I can do and what they can achieve if they put their heart into it," said Valenzuela. Photo by Cpl. Scott Whittington

# Tax Center helps customers with W-2 blues

By Capt. Jerry Stevenson

Tax Center, MCAS Miramar

With January in full swing, many of us have received the bills from the extravagance of Christmas shopping, New Year's Eve revelry or Rose Bowl tickets. The January bills, for many, hold a special meaning. This is the bill that can be paid with their tax return from last year. So as they eagerly await their W-2's, thoughts of where and how to file cross their minds. Well rest easy, the Miramar Tax Center opened Tuesday.

The Tax Center is available for the preparation and filing of your income tax return. Preparers are skilled in preparing tax returns for military personnel. They receive eighty hours of instruction of federal and state income tax laws and regulations, and how they affect military personnel, including exams and practical exercises. These preparers also receive numerous hours on tax issues affecting military personnel. This instruction includes issues associated with filing military returns in all 50 states and the ramifications of military income in those states. California requires only approximately fifty hours of instruction before a person can work for a commercial tax preparation firm. Furthermore, California does not require any instruction on the special tax issues that are associated with military personnel filing California returns or any other state.

For those of you with more complicated returns, the Tax Center has an attorney available to prepare taxes along with personnel who have undergone specialized training in preparing in-depth tax returns. Preparing your Schedule C or Form 2106 through the Tax Center can save you \$150 to \$500.

Granted, you will not be able to write off the \$500 tax preparation fee on your 2002 return, but you will be able to save \$500 instead of the \$100 you would receive from an itemized deduction.

If you want your taxes prepared by specialists in military tax issues then come to the Miramar Tax Center for all your preparation needs. The Tax Center can electronically file your return for free regardless of where you had your tax returns prepared. This is a great benefit considering it could cost anywhere from \$10-\$50 to electronically file through a software program or a commercial tax preparer. Beware of the programs that offer free electronic filing if you buy their program. Remember that the pro-

gram costs usually \$15-\$20 more than the standard program, which does not include free filing.

The Miramar Tax Center is located behind the station library in building 5305. This is the only office of the Miramar Tax Center. Any other tax preparation service on this installation is not associated with the Marine Corps and does not provide services free of charge.

Preparers are available on a walk-in basis from 8 a.m. to 4 p.m. Monday through Friday and 8 a.m. to 2 p.m. on Saturday. Appointments are also available.

For more information contact the Tax Center personnel at 577-9413 or stop by the Tax Center.



With April 15 falling on a Sunday, taxes will be due the following day. The Tax Center can help with tax concerns all the way up to that date. Photo by Cpl. Scott Whittington

Ad Space



# Get Up and Go

## The CMC's thoughts about the meaning of the word 'expeditionary'

By Gen. James L. Jones

Commandant, USMC

For compelling reasons, America's armed services have embarked upon efforts to revitalize their expeditionary capabilities. During the last decade, U.S. military power has increasingly been used to mitigate chaos and restore stability in places all around the world beset both by natural disasters and man-made crises. Indeed, as the Cold War's monolithic threat recedes, consensus in the U.S. national security community has formed that less-predictable dangers to American interests continue to lurk all around the world.

The forms of disorder are many: frequent and urgent requirements to ameliorate human suffering; challenges to our allies; and threats to regional stability, to name a few.

The bulk of our nation's land and air forces — "heavy" forces designed to defend Central Europe against the Soviet Union — are not optimally suited for the missions that are increasingly common today. Thus, each of the military services is changing — "transforming" — to enhance their strategic responsiveness and broaden their utility. The Army, for example, is becoming lighter in order to reach the scene of crises more rapidly. The Air Force is forming "Aerospace Expeditionary Forces" to gain increased flexibility.

With a long history of expeditionary operations, the Corps has long been organized, trained, and equipped for this role. Marine Air Ground Task Forces provide our nation a unique military capability that has been tested and proven in various contingencies over the past half century. From this experience, we have developed a distinct perspective concerning what it means to be an expeditionary force, although our concept appears to differ somewhat from the various definitions that are currently emerging as the other services pursue their respective transformation processes.

One thing is clear: the expeditionary age of the 21st century demands military forces different from the heavy forces that comprised the bulwark of U.S. conventional defense for the last five decades.

### Defining Capabilities

So, with many services using the term, what exactly does 'expeditionary' mean? The 1998 edition of the Defense Department Dictionary of Military and Associated Terms offers this: "an armed force organized to accomplish a specific objective in a foreign country." This is a very broad and unfocused definition. In fact, it embraces virtually every operational formation and military unit.

Marines believe that the term "expeditionary" encompasses far more than simple task organization and a mission involving actions beyond U.S. borders. To Marines, the term "expeditionary" describes a pervasive mindset, a perspective that influences all aspects of organization, training, and equipment. We propose that an appropriate description of an expeditionary force is: "An agile and flexible force organized to accomplish a broad range of military objectives in a foreign country or region. Such a force must be able to deploy rapidly, enter the objective area through forcible means, sustain itself for an extended period of time, withdraw quickly, and reconstitute rapidly to execute follow-on missions."

In more detail, what I mean is this:

### Agility

Expeditionary agility is the product of strategic utility and operational reach, enabling worldwide responsiveness. The agile force, by virtue of its organization, training, and equipment, is ready for operations in any terrain or climatic condition. It can deploy immedi-

ately, without delays for special preparations to adapt it to the peculiarities of a specific area of operations.

Similarly, the expeditionary force possesses the mobility characteristics that enable it to extend its influence to potential crisis areas. This requires a combination of features: ready compatibility with strategic lift, inherent long-range tactical mobility, and the ability to combine the two to achieve high-speed, operational maneuver.

### Flexibility

Expeditionary forces must be adaptable, with the capacity to commit to a specific mission, while remaining ready to rapidly shift to an entirely different one. That is, they must be able to withdraw from an operation, reconstitute while remaining forward deployed, and undertake an entirely different operation, without extensive reliance upon "host-nation support" or overseas infrastructure. This quality is a major factor in deterrence: potential foes recognize and respect the latent combat power of a force that never "runs out of steam" and remains ready to face any contingency on a moment's notice. When deterrence fails, such a force possesses the operational resilience to adjust rapidly and confront a new threat.

### Versatility

An expeditionary force must be capable of undertaking any task commensurate with its size and performing any mission across the spectrum of operations. By designing crisis-response forces with a wide range of capabilities, we insulate ourselves from the unpredictable nature of crises and better position our units to achieve their objectives. While versatility means that a force can operate in any mission environment, such as humanitarian assistance, peace enforcement, and combat, it also means that the same force can operate in all physical realms: air, land, and sea.

Further, expeditionary forces must possess the capability to rapidly increase or decrease the combat power available in an area of operations, commensurate with political or military considerations. Frequently, a change in conditions will call for a rapid shift in the composition, strength, or "footprint" of forces. Versatility enables a force to perform such shifts seamlessly.

### Speed

Speed enables swift and certain power projection. Crises — regardless of the mission — typically call for immediate action. Thus, speed is critical to an expeditionary force's ability to achieve its objective. It should be noted that "deployment" is more than rapid movement to a crisis area. A force must also be able to establish itself expeditiously in an operational posture within the crisis area. Only when it has done so, and is ready to conduct sustained operations, can the force be properly said to have deployed.

To carry this a step further, readiness to operate implies the availability of troops, equipment, and provisions; the establishment of an effective command and control system; and the creation of an effective logistics network that can manage the functions of supply, maintenance, transportation, engineering, and health services. Thus, expeditionary speed must be measured as the time required for a unit to transition from its pre-crisis state to the actual conduct of operations.

### Forcible Entry

Although not always a feature of expeditionary operations, forcible entry remains the sine qua non of expeditionary capability. When the mission involves combat, a force must be able to fight its way into the area of operations. Adversaries seeking to minimize our power projection capabilities develop and field integrated and layered access denial systems, using weapons such as mines, coastal defenses, and sophisticated air defense networks. Expeditionary forces must be able to overcome and penetrate these by identifying and exploiting seams in hostile defenses or, if necessary, by overwhelming them with superior firepower and maneuver.

### Sustainability

An expeditionary force must be capable of being sustained indefinitely, even in an austere environment devoid



Combat-ready Marines from 2nd Battalion, 5th Marines, storm out of a CH-46E during the MAGTF demonstration of the Miramar Air Show. Photo by Staff Sgt. Ted L. Hansen

of host nation support or complex local infrastructure. The design of force structure must ensure balance between combat and support functions. Doctrine and systems for sustainment must be in place and operational. Procurement must emphasize expeditionary characteristics for equipment, such as economy of operation and ease of maintenance. Professional training and education must foster an attitude that encourages careful management of resources.

#### Meeting the Expeditionary Challenge

Forces that possess the attributes described above cannot be formed overnight or thrown together in ad hoc fashion. The process of crafting a true expeditionary warfighting capability is a complex endeavor, requiring deep-rooted understanding of expeditionary operations and a commitment on the part of force providers to remain consistent in their attention to the unique requirements of an expeditionary organization. This commitment must be shared throughout the organization. In the Marine Corps, for instance, an expeditionary mindset is a powerful part of our unique service culture. Beginning with recruit training, Marines are imbued with the notion of doing more with less, of fighting and prevailing in an austere operational environment, of living a Spartan existence: all measurements on the expeditionary readiness yardstick. These things are not simple affectations. They are, in fact, necessary parts of creating and maintaining a proper level of physical and mental preparedness. Marines learn to expect little support from permanent or semi-permanent infrastructure (and certainly no "luxury treatment") while deployed. The rugged lifestyle to which they become inured through training is second nature, and is held as a point of pride. Economy is elevated to an art form. The result is that Marine units can operate indefinitely with very low logistical overhead.

Organization and force structure play a significant role in providing a force with expeditionary characteristics. The Marine Corps' answer to the challenge of assembling a force with all of the desired attributes is the Marine Air-Ground Task Force: a task-organized, combined-arms formation that includes ground, aviation and combat service support units under a single commander. The three standard MAGTF configurations all possess the capabilities required for expeditionary operations. When employed using a building block approach, the MAGTF concept provides a joint force commander with extraordinary scalability of combat power. A forward-deployed Marine Expeditionary Unit, for example, can shape the operational environment for the later commitment of a much larger and more capable Marine Expeditionary Brigade. The MEB, in turn, can serve as the foundation for the deployment of an entire Marine Expeditionary Force. Conversely, it can rapidly scale back the footprint in the area of operations by once again reducing its strength to that of a MEU.

#### From the Sea

The MAGTF's expeditionary qualities are greatly enhanced by its ability to operate from the sea as part of a naval force. A sea-based MAGTF embarked on board amphibious ships is not subject to the physical limitations and political constraints that can hamstring a force that is bound to bases ashore. Free of requirements for host-nation support, and well-prepared for forcible entry, such a MAGTF can strike anywhere in the world's littorals – even where it

is not wanted. When operating with one or more of the three squadrons of Maritime Prepositioning Ships stationed around the globe, a MAGTF can bring to bear an enormous range of mission flexibility, with an unrivalled capacity for self-sustainment.

#### Expeditionally Equipped

Its major items of equipment can identify an expeditionary organization. Procurement programs must balance mobility, ruggedness, maintainability, and ability to perform under austere conditions with the need to rapidly develop significant combat power. Current Marine Corps programs provide notable examples. The MV-22 Osprey tilt-rotor aircraft, currently entering the inventory, will provide MAGTFs tremendous speed and agility. Its ability to self deploy greatly reduces the strategic lift requirement and increases the rapidity of a deployment. Its lift capacity, ability to operate from the decks of amphibious ships or in rugged landing zones, and extremely high speed are the elements of extreme tactical mobility.

Another program to which the Marine Corps is heavily committed, the Joint Strike Fighter, represents the future of expeditionary tactical aviation. The Marine Corps plans to procure the short take-off/vertical landing version of the JSF as a replacement for the AV-8B Harrier, which proved the validity of STOVL aircraft in a tactical role. The JSF's performance characteristics will enable it to operate from the decks of ships and from makeshift airfields located well forward, close to the ground troops it will support. This aircraft is designed with expeditionary operations in mind.

The Marine Corps' premier ground acquisition program is another example of the service's commitment to expeditionary preparedness. The Advanced Amphibious Assault Vehicle (AAAV) is the latest entry in a line of armored amphibians dating back to the second world war. However, like its cousins in our aviation procurement programs, the AAAV design leverages 21st century technology to create a highly advanced capability that is unique in the world. The combination of high-water and land speed, long operational range, armor protection, and organic firepower will make the AAAV a formidable weapon in a forcible entry scenario.

#### What's in a Word?

Although 'expeditionary' can be neatly defined as a collection of discrete attributes, the capability can only be achieved if approached holistically. It means more than arriving in the area of operations quickly. The characteristics of true expeditionary capability are inextricably linked com-

ponents, building blocks that complement and support one another, and are the product of their combined effects.

Our nation has most certainly embarked upon an expeditionary age in national security, and by initiating their respective transformation undertakings, the services have taken a step in the right direction. Each has some expeditionary capabilities, and maintaining them is clearly in our nation's best interests. However, the prospect of "transforming" Cold War heavy forces into nimble, 21st century expeditionary forces is a daunting one indeed, especially so long as modernization accounts remain fiscally constrained. Changes to the outwardly obvious elements of doctrine, force structure, and equipment must be matched by dramatic shifts in the less visible aspects of organizational culture that are so critical to a service's self image.



**A Marine from the 13th MEU begins his descent down a fast rope from the back of a CH-46E helicopter from the flight deck of USS Tarawa. Marines conduct training aboard ships to maintain and sharpen their combat skills while on deployment. Photo courtesy of the 13th MEU**



**Marines and Sailors of the 13th MEU and Tarawa Amphibious Ready Group disembark a landing craft onto the beach at Dili, East Timor, to provide humanitarian assistance. Photo by 1st Lt. Jeff Landis**

Ad Space



# AAAV: Faster and greater power from the sea



The AAAV will have more than three times the water speed and nearly twice the armor of the current AAV. Photo courtesy of HQMC Public Affairs.

By Capt. Steve A. Butler

Public Affairs, HQMC

General James L. Jones, Commandant of the Marine Corps, said it best with the statement to the Direct Reporting Program Manager Advanced Amphibious Assault following the Pentagon's approval to proceed into the final phase of development: "You have transformed a revolutionary concept into the reality of a revolutionary weapons system. Your efforts have ensured that the AAAV will remain a keystone capability in support of the Corps' vision of warfighting in the 21st century." The Advanced Amphibious Assault Vehicle is the Marine Corps' highest priority ground program designed specifically for the signature mission of the service. This advanced warfighting system moves three times faster and carries greater firepower than

the legacy amphibian, providing Marine warriors from the sea greater flexibility and a superior tactical advantage.

The 21st century Marine Corps is being shaped today through the transformation of revolutionary warfighting concepts into the reality of revolutionary weapons systems towards a strategically agile, operationally mobile, and tactically flexible expeditionary force. In the 1980s, the Navy and Marine Corps developed the concept of Over-The-Horizon amphibious operations to avoid enemy strengths, exploit enemy weaknesses, and protect Navy ships from increased land-based missile threats and sea-based mine threats. The AAAV along with the MV-22 Osprey tilt rotor aircraft and the Landing Craft Air Cushion form the "Amphibious Triad" designed to provide true expeditionary maneuver warfare capability. As a ground-up new design by and for Marines, the AAAV is

built to correct deficiencies inherent in the legacy amphibian in addition to providing a modern, integrated platform capable of operations across the full spectrum of future military operations in accordance with emerging Marine Corps concepts and doctrine. In addition to its greatly increased speed on the water, the AAAV will provide superior land mobility, greatly increased firepower, integrated command and control functionality, and advanced survivability features that will be absolutely essential for effective 21st century Marine warfare. To quote the Commandant: "...the AAAV will remain a keystone capability in support of the Corps' vision of warfighting in the 21st century."

The AAAV's unique capabilities will include: over three times the water speed of the current AAV; nearly twice the armor protection of the current AAV; the ability to defeat future threat light armored vehicles; land mobility equal to or greater than the M1A1 tank; effective command and control with subordinate, adjacent, and higher units; and NBC protection for both the crew and embarked personnel.

The Marine Corps AAAV Technology Center, located in Woodbridge, Va., has successfully developed, built, and tested various new integrated systems for incorporation into the AAAV. Development will continue into full-rate production leading to the initial operational capability (the first complete AAAV company) for the Fleet Marine Forces in fiscal year 2006. The 1,013 AAAVs will continue to be fielded to Marine units as production rates allow through the years 2007-2016. AAAV production will conclude with Full Operational Capability in 2016.

Currently, the AAAV Program has been approved by the DoD Defense Acquisition Board for entry into the next phase of

development, known as Engineering and Manufacturing Development as of Nov. 29. This major milestone approval was granted by senior Pentagon officials after a thorough review of the AAAV Program's accomplishments over the past four years, as well as the future plans that will lead to further production of the AAAV starting in fiscal year 2004. With the program on schedule, within budget, and fully funded, the AAAV Program is developing the E&MD contract to be negotiated with the AAAV prime developer, General Dynamics. Plans for five years of developmental effort to include the production and test of 10 second-generation prototypes are being discussed.

During E&MD, extensive reliability and live-fire testing will be undertaken. This phase also incorporates design changes into the AAAV design that reduce its unit cost prior to production. Finally, the E&MD phase initiates and conducts manufacturing and production planning at the prime and subcontractor sites. At the conclusion of this phase, the

design is complete and ready for production in preparation for fielding of the AAAV.

The AAAV Program Office is considered a pioneer of joint government/industry teaming because it was the first major programs to occupy a shared development facility with their prime contractor. The combined DRPM AAAV/General Dynamics Amphibious Systems Team, working together since the inception of the program, has evolved into a seamless, synergistic, advanced technology weapons systems development organization, capable of maximizing the combat effectiveness of the AAAV while maintaining the System Total Ownership Cost affordability for the Marine Corps. The AAAV Program has been recognized throughout the Department of Defense and especially within the Department of the Navy as a model acquisition and logistics program and has received numerous awards.

Following the E&MD phase, the program will transition to the Production, Fielding/Deployment, and Operational Support phase in 2006. During this phase, AAAVs will be produced and delivered, along with support infrastructure, to the field for operational use. Additionally, follow-on operational Test and Evaluation may be conducted during this phase. Finally, the system is continuously monitored during this phase to ensure that it meets all established requirements throughout the system's overall life cycle. The production site for AAAV is being evaluated at this time by a joint integrated product team comprised of AAAV Program Office and General Dynamics personnel conducting a rigorous trade study for the purpose of finding the most appropriate and cost-effective site. Site selection is planned for 2002.

Ad Space



# All-Marine Sports:

*We're looking for a few good athletes*



Cpl. David Nickelson punches Cpl. Jawawn Hairston during the All-Marine Boxing trials earlier this month. *Photo by Staff Sgt. Jason C. Huffine*

By Cpl. Scott Whittington

CPAO, MCAS Miramar

Hurting from the wounds suffered on the field of battle, he returns to the line. He crouches down even though his gear is awkward. The tired, aching Marine waits for the signal. “Hike!”

Many Marines may consider playing sports while in the Corps as just an extra curricular activity, but the All-Marine sports teams would disagree. One can play the sport that he or she loves for the Marine Corps.

“It’s exciting,” said Cpl. Corey L. Kistner, Marine Air Logistics Squadron 16 aviation electronic technician and aspiring All-Marine bowler. “I love having the opportunity to do something I love for the Marine Corps.”

Kistner, a Gresham, Ore., native, has been invited to attend the Marine’s training camp for the bowling team. In the recent past, he has entered and won numerous tournaments in the local area but not for the Marines. His latest average is 222. Three hundred is the highest.

To be a part of some of the All-Marine teams, an interested player must have a recorded history in the sport or be nationally ranked. Headquarters Marine Corps pays the bill for a player to go to camps and to play on other bases while on the team. Not all the teams are like this. With other teams, a player has to tryout for the base team or play in the intramural league. From there he or she may get invited to a camp. The player can go if he or she has command support and the coach’s recommendation.

Does playing a sport for the Corps makes them a better Marine? “Playing builds teamwork and you set goals to achieve,” said Lisa

D. Keller, Marine Corps Community Services assistant sports coordinator. “We like it when Marines say, ‘I’m doing what I love and representing the Marine Corps.’”

There are many sports on the Marine Corps’ list from the traditional softball and basketball to the not-so-familiar rugby and bowling.

There are two programs for athletes. The All-Marine Armed Forces Sports Program has sports recognized by the Department of Defense and lead to national and international championships that are recognized by the U.S. Olympic Committee.

The Competitive Sports Program has national championships but are not recognized by the USOC. Headquarters Marine Corps sponsors athletes on a case-by-case basis for this program. Every sport has a parent organization that nationally ranks its competitors. To be considered, a Marine would have to be nationally ranked.

“These athletes are good competitors and it’s great for them to have an outlet for competition and show their skills,” said Pam J. Hodge, sports specialist for Marine Recreational Services, Headquarters Marine Corps.

If someone were interested in playing basketball, volleyball, softball or soccer, they would need to go to the gym and speak to the sports office. For other sports aboard station, players need to fill out an application for the athletic director, which is what Kistner had to do. Kistner said he loves having the chance to play for the Marines. “I get to have my cake and eat it too,” said the 18-year-veteran bowler.

For more information on the All-Marine sports programs, contact the station gym at 577-1202.

Ad Space

## All-Marine sports

- Boxing
- Bowling
- Men’s Basketball
- Women’s Basketball
- Cross Country
- Golf
- Marathon
- Rugby

- Men’s Soccer
- Women’s Soccer
- Men’s Softball
- Women’s Softball
- Triathlon
- Men’s Volleyball
- Women’s Volleyball
- Wrestling

For more information on sports programs call the station gym at 577-1202.

## Armed Services YMCA holds ball theme contest

The San Diego Armed Services YMCA is looking for a theme for its 13th Annual Ball. Submissions can be sent to Cindy Farless by mail to Program Department San Diego Armed Services YMCA, 500 West Broadway, San Diego, CA 92101 or e-mailed to [cfarless@asymcasd.org](mailto:cfarless@asymcasd.org).

Include your name, rank, address, phone number and command. The winner will receive two tickets to the ball, two movie passes, a gift certificate for the Cheesecake Factory among other prizes.

For more information about this contest contact Farless at (619) 232-1133.

## What can Navy-Marine Corps relief do for you?

The Navy-Marine Corps Relief Society is giving an Information Overview Class, Feb. 6 from 9 to 11 a.m. at Building 2273. The class highlights the philosophy and mission of the NMCRS and discusses the categories of financial assistance the society provides.

It will also touch on the non-financial services provided, such as budget counseling, budget for baby classes, thrift shops and many more. It is especially targeted for supervisors and military personnel who want to know more about how NMCRS works.

Jill Stull, a representative from NMCRS Headquarters, will be on hand to answer questions and concerns about how the society can help Miramar Marines. To reserve a seat or for more information call Ann Evans at 577-1809.

## Marine Youth Sports offers basketball

Register at the Youth Center by Jan. 26 for the upcoming season, which starts Feb. 3. The \$36 fee includes a certificate of participation, NBA team logo game jersey, individual trophy and team photo. It's open to ages 5 to 16. No physical is required. Call the Youth Center at 577-4136 for details.

## Become a track and field coach

The Mira Mesa Missles Youth Track Team needs volunteer coaches. No experience is necessary, volunteers will be trained. The coaching staff recruits and trains boy and girl athletes, ages 7 to 15, to qualify for local, state and national competition under the rules and regulations of the Amateur Athletic Union and U.S.A. Track and Field.

The MM Missles have trained 14 national champions and 44 state champions in just eight years.

Practice starts Feb. 17 at the Mira Mesa High School Track Field at 4 p.m. Practices are Mondays, Wednesdays and Fridays from 4 p.m. to 5:30 p.m.

For more information contact Coach Gary Henderson at 655-4136 or 530-9867.

## Bass masters wanted for Pendleton fishing club

The Camp Pendleton Bass Anglers are looking for members. The CPBA club is open to active duty and retired servicemembers and their family members. The club fishes in a tournament each month in the San Diego, Los Angeles and Colorado River waters. This is a boater/non-boater draw tournament. The club strives for improvement of skills and having fun.

There is a \$20 fee for each tournament and a \$24 membership fee.

If you are interested in joining the CPBA club or need more information contact Gunnery Sgt. Stimmell at (760) 725-0717 or Staff Sgt. Brayman at (760) 725-6475.

## Los Alamitos Army Airfield hosts 5K/10K run

The Army National Guard is hosting the City of Los Alamitos 21st Annual 5K/10K Run on the Los Alamitos Army Airfield Feb. 24 at the Joint Forces Training Base. In addition to the 5K/10K run, the event will also host a Kids Fun Run and a 5K "Walk With Champions."

The course will give participants the chance to get up-close and personal with a variety of the airfield's aircraft.

Race times are 8 a.m. for the 5K, 8:05 for the 5K "Walk With Champions," 8:45 for the 10K run and 10:15 for the Kids Fun Run.

Entry fees are \$20 for the 5K and 10K race, \$15 for military and children under 14 and \$10 for the Kids Fun Run. All events include a commemorative T-shirt.

For details call (562) 430-1073.

## Military children scholarship deadline approaching

The Scholarships For Military Children program funded by manufacturers and business partners of the commissary system, offers college-bound or college-enrolled military children the opportunity to apply for \$1,500 scholarships.

The scholarships are open to qualified sons and daughters of U.S. military identification card holders. Applicants must have a 3.0 grade point average and write a short essay on "What Being a Military Dependent Means to Me." Application forms are available at the nearest commissary or can be

## Free Movies

<b>Today</b>	
<i>How the Grinch Stole Christmas</i>	(PG) 6:30 p.m.
<i>Unbreakable</i>	(PG-13) 8:30 p.m.
<b>Saturday</b>	
<i>How the Grinch Stole Christmas</i>	(PG) 1 p.m.
<i>Unbreakable</i>	(PG-13) 6:30 p.m.
<i>How the Grinch Stole Christmas</i>	(PG) 8:30 p.m.
<b>Sunday</b>	
<i>102 Dalmations</i>	(G) 1 p.m.
<i>Charlie's Angels</i>	(PG-13) 6:30 p.m.

**Did you ever wonder how the station theater can afford to show free movies? In next week's Flight Jacket look for a story about how the theater is "Keeping it Reel."**

downloaded from [www.commissaries.com](http://www.commissaries.com).

Completed applications should be returned to a local commissary no later than close of business, Feb. 15, where a store official will validate eligibility by checking the applicant's identification card.

## See USD basketball for free

The Miramar Youth Center's Sports Coordinator, Ron Hymas, has field trips planned for University of San Diego basketball fans. It's a free program for active duty, retired and DoD family members ages 8 to 17. Space is limited. The next game dates are Jan. 20 and 25. Call 577-4136 for more information.

## Stenographers needed, exciting lat-move opportunity

The Marine Corps is looking for applicants for legal court reporting. Selected candidates will attend the Virginia School of Technology, Springfield, Va., for approximately two years. VST is a civilian school and Marines will attend on a full-time basis. Upon completion, Marines could be assigned to various legal units throughout the Fleet Marine Force and will be obligated to a four-year service commitment.

Applicants must be:

*A U.S. citizen.*

*A high school graduate.*

*A corporal or sergeant at the time of application.*

*Able to type 60 words per minute.*

And have:

*Sufficient remaining time to complete a four-year obligated service requirement following course completion and prior to reaching high-service limits.*

*A minimum score of 110 on the general technical and clerical portion of the Armed Services Vocational Assessment Battery.*

*Served on continuous active duty not less than 36 months and have a minimum of two years at their current duty station by June 2001.*

The report date for the school is June 25. Deadline to apply is Feb. 2. Marines interested in applying should contact Staff Sgt. Weston at the Joint Law Center at 577-1852.

## Freebies of the Week

Jan. 21-26: Be one of two pet lovers who wins a \$25 Petco gift certificate when you register at the Vet Clinic during this week. Stop by Building 6248 to sign up. Call 577-6552 for details.

Jan. 29-Feb. 2: Register at the Child Development Center, Building 2740, for a chance to win a family four-pack of tickets to Disneyland. Call 577-4145 for details.

## Super Bowl party at theater

The Miramar station theater will host a Super Bowl party on Jan. 28, from 2 to 6 p.m. Free hot dogs, nachos, \$1.50 beer and lots of Budweiser-logo giveaways will make this a "super" afternoon. The snack bar will be open, and lots of halftime fun planned.

This event is not intended for children. Anyone under 18 must be accompanied by a parent or legal guardian at all times. Call 577-6365 for details.

## Musicians wanted for 3d MAW Band, TAD opportunity

The 3d Marine Aircraft Wing Band is suffering a rhythm section shortage. The band is looking for the following instrumentalists:

*Piano*

*Rhythm Guitar*

*Lead Guitar*

*Bass Guitar*

*Vocalists*

Interested Marines with backgrounds and experience in jazz and pop music who can read music should contact Staff Sgt. Jeremiah at 577-8293.

## MCCS calendar now online

A schedule of MCCS events has been added to the MCCS Miramar Web site, with links to MCCS facility Web pages for more information. You can get the calendar from the home page, [www.mccsmiramar.com](http://www.mccsmiramar.com). Check it often.

## Surf Station Safety online

Marines can have useful safety information at their fingertips with Station Safety's new, user-friendly Web site at <http://www.miramar.usmc.mil/newmiramar/comcabwest/safety/Home.htm> The site contains information about motorcycle safety, safe driving tips and information for commanders to use in safety training sessions. It also has links to Operational Risk Management, Occupational Safety and Health Association directed training and Explosive Safety. For more information on safety related issues contact the Station Safety Office at 577-1359 or log onto the Web site.

## Ad Space

## YOUR THOUGHTS HERE

**Do you have an issue you would like addressed? Do you have something to say about an article you read in the Flight Jacket? Do you have a news, sports, feature or opinion article you would like printed in the Flight Jacket?**

**Story submissions can be sent by mail to: FJ Editor, H&HS PAO  
PO Box 452013, San Diego, CA 92145 by fax to (858) 577-6001  
ATTN: FJ Editor or by e-mail to [foleyemo@miramar.usmc.mil](mailto:foleyemo@miramar.usmc.mil)**



**MLK,**  
continued from page 2

Bolden’s speech was peace, and how peace is something that Marines hold near and dear to their hearts. He said Marines are some of the most peace loving people in the world, especially Marines who have been in combat.

“Someone who has seen the futility of war must see that there has to be a better way,” said Maj. Gen. Bolden.

Maj. Gen. Bolden also brought up the topic of suicide, and he said something that he has said many times before, “Take care of each other.” He added, “We are our brother’s keeper.”

Preceding Maj. Gen. Bolden’s speech, Maj. Gen. Hanlon said that King showed what honor, courage and commitment really are. Maj. Gen. Bolden also pointed this out when he said that Dr. King stood for many of the ideas that Marines believe in.

The event was very spiritual in nature, being that Dr. King’s philosophy was based on Christianity.

Bible scripture Isaiah 42:1-7 and Matthew 5:1-10 were recited as part of the celebration to reflect on the ideas of Dr. King’s leadership.

To lift the spirits of the audience the South Mesa Chapel gospel choir invited the attendees to join in on gospel songs such as “Lift Every Voice and Sing,” and “We Shall Overcome.”

To reflect on the history of blacks in the armed services, the Buffalo Soldiers from the

9th and 10th Calvary Association of the greater Los Angeles area chapter were there to give a special presentation.

After the ceremony Marines of all ethnicities wearing the same Eagle, Globe and Anchor left the base theater with a fresh reminder of Dr. King’s dream to be... “Free at last!”

**Leadership,**  
continued from page 3

Unit PME must also focus on the NCO ranks. It is important to remember that while our commissioned officers and staff NCOs have had a great deal of education, military and otherwise, Tom Clancy is the closest many younger Marines come to professional military reading. Junior leaders need to read and discuss the books on the U.S. Marine Reading List, and they need to be challenged in doing so. *The Maneuver Warfare Handbook*, for example, is considered appropriate for staff sergeants, warrant officers, and lieutenants, but there is nothing in this slim book that the average NCO cannot understand. On the contrary, all NCOs need to master the concepts presented therein.

There is no end to the possibilities for effective unit PME directed at NCO-guided discussions on issues from current events, military journals, guest speakers or war-gaming exercises. The leaders of such PME programs should not be afraid to require reasonable reading and writing assignments between sessions, which will help develop not only thought processes, but communi-

cations skills. Of course, this is not English 101, and these assignments should be evaluated on the ideas they present and not on their literary merits.

At the base of the whole issue is the Corps’ view of NCOs. The promotion and PME standards are nothing more than the institutionalization of this view. The fact of the matter is that while articles on empowering NCOs are appreciated in an abstract sort of way, few are prepared to give NCOs real responsibilities. NCOs are taught uniform regulations and locker inspections because they are considered enforcers rather than leaders. NCOs are evaluated and promoted the same as non-NCOs because they are not expected to do anything different.

There are many reasons for the much-lamented trend of micromanagement by higher echelons. In particular, a lingering zero-defects mentality makes many superiors unwilling to entrust their responsibilities to NCOs, lest they be held accountable for substandard performance. Unfortunately, this failure to give responsibility to NCOs produces NCOs who are indeed unworthy of responsibility.

The question is not one of increased

privileges and prestige. Officers and staff non-commissioned officers need to delegate real responsibilities to NCOs, not just the “bulldog” tasks such as managing field days and weapons maintenance. They must hold NCOs accountable but be tolerant of mistakes, every defect must be seen as an opportunity for improvement. Because they are, in turn, accountable to their superiors, any demand for zero defects at any level of the chain of command will undermine this process.

The violence and chaos of the modern battlefield cannot be managed from the top down. It can only be dealt with by the combined decisions of those closest to the action. With higher levels providing coordination and control in the same way that the “invisible hand” of free markets can bring prosperity while managed economies fail, or small networked computers can solve problems that are intractable to more powerful but isolated machines. The Marine Corps has long recognized this in principle. It is time for this principle to be taken to heart.

We must get serious about developing our NCOs as leaders. If they cannot lead, there will be no one who can.

**MAKE TRACKS TO OUR WEBSITE:**



**[www.miramar.usmc.mil](http://www.miramar.usmc.mil)**

**Classifieds Space**